



**Alternative Work Schedule
Feasibility & Environmental
Benefits Analysis**

Prepared by
Office of Environmental Initiatives
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Executive Summary

The steering committee concluded that the City of Scottsdale has taken an innovative and progressive leadership role in its approach to alternative work schedules.

The Office of Environmental Initiatives, supported by an executive level steering committee, conducted a study evaluating the effects current work schedule practices have on the environment, community, and employees. General Managers from Human Resources, Financial Services, Municipal Services, Planning and Development, Transportation, Information Services, Water Resources and Community Services formed the steering committee to define the parameters for the study, provide management insight, and develop final recommendations.

The steering committee concluded that the City of Scottsdale has taken an innovative and progressive leadership role in its approach to alternative work schedules. A citywide survey revealed 79 percent of Scottsdale full-time employees participate in some form of alternative work schedule. The success of Scottsdale's efforts was measured by the environmental benefits resulting from high employee participation in alternative work schedules and other environmental initiatives to include: environmental stewardship training, environmental awareness campaign, energy bill review, fuel reduction program, and carpooler's connection software to name a few. Current alternative work schedules

were found to have a cost neutral effect on service delivery while reducing commuting vehicle emissions. In addition to the environmental benefits, some alternative work schedules have a cost benefit to employees through reducing the number of days employees commute to and from work.

The steering committee evaluated the feasibility of a citywide *Green Fridays* program. Since the City is benefiting from employee participation in alternative work schedules and multiple environmental initiatives, the committee noted potentially marginal energy savings and minimal environmental quality benefits by closing City facilities one additional day per week. The limited environmental and cost benefits attributed to *Green Fridays* were insignificant to overcome the potential customer service impacts associated with reducing City services.

Although the committee has found no substantial environmental or economic benefits in implementing a citywide *Green Fridays* program, it has identified opportunities to conserve natural resources and build upon our culture of environmental stewardship through the following recommendations:

Update Scottsdale's environmental policy and adopt measurable goals that promote the advancement of environmental sustainability

- Environmentally sensitive leadership model for City operations, practices, and policies
- Environmentally sensitive City fleet and fuel management
- Energy efficient improvements to City owned facilities
- Conservation of natural resources in all facets of City services

Update City Administrative Regulations AR300, Alternative Work Schedule and Work Week Guideline

- Encourage managers to incorporate and even further increase employee participation in alternative work schedules, where feasible, based on:
 - Environmental stewardship
 - Customer service
 - Fiscal responsibility
 - Employee recruitment and retention

Adopt and implement Telecommuting process

Update Employee database with alternative work schedule participation

Background

The City of Scottsdale is experiencing a growing population, increasing service demands, rising energy costs, a slowing economy, and corresponding environmental impacts. Innovative solutions to address environmental sustainability and the general economy are a global priority that is supported by the Mayor and City Council's Mission Statement, City Goals, and Employee Values. Historically, the City has been nationally recognized as a leader in environmental initiatives while efficiently providing quality customer service.

The Environmental Quality Advisory Board (EQAB) presented a draft Scottsdale Energy Plan update to the City Council in November 2007. Through reallocation of existing resources, the Office of Environmental Initiatives (OEI) was established in July 2008 as recommended by the

proposed Energy Plan. OEI has a fundamental responsibility to support citywide environmental initiatives and promote the advancement of environmental sustainability.

At the request of City leadership, OEI was directed to conduct a study evaluating the effects current work schedule practices have on the environment, community and employees. General Managers from Human Resources, Financial Services, Municipal Services, Planning and Development, Transportation, Information Services, Water Resources and Community Services formed the steering committee to define the parameters for the study, provide management insight, and develop final recommendations. The study was conducted in three phases: information gathering, analysis, and recommendations.

Phase I – Information Gathering

To accurately archive City practices relating to work scheduling, OEI coordinated efforts to retrieve information from all City departments relating to:

- City policies, guidelines, and practices associated with alternative work schedules and trip reduction efforts
- Other municipalities and private industry policies, guidelines, and practices relating to alternative work schedules and trip reduction programs
- Locations and number of employees at each City facility
- Locations and groupings of employee residential locations
- Service types provided at each City facility
- Scottsdale employee participation in trip reduction programs and alternative work schedules

Data was compiled into multiple charts and electronic mapping documents. These documents provided the steering committee tools to analyze Scottsdale's current efforts in alternative work schedules as they relate to positive environmental impacts, responsible fiscal management, customer service, and employee recruitment and retention.

Background

Phase II – Analysis

The Office of Environmental Initiatives provided the steering committee with all relevant data, maps, and charts to evaluate current and potential alternative work schedules using a quantifiable method. Each program was measured and evaluated on its affects relative to the following criteria:

- Environmental impacts
- Customer service
- Financial effectiveness
- Employee recruitment and retention
- During the analysis phase, the steering committee focused on immediate opportunities and long-term solutions.

Phase III – Recommendations

**Final recommendations are included in this report.*

The steering committee focused on methods consistent with City policies and actions that would have a positive and balanced impact on the environment, customer service, financial efficiency and recruitment and retention.

Information Gathering

Alternative Work Schedules – Defined

Alternative work schedules are often implemented as part of a trip reduction effort. Effective approaches positively impact the environment and produce cost benefit results for organizations and employees. Commonly used and described alternative work schedules include:

FLEXTIME

This allows employees flexibility in daily work schedules. At management discretion, some employees work 8 am to 4:30 pm, some 7:30 am to 4 pm and others the traditional 8 am to 5 pm.

COMPRESSED WORKWEEK

This is a well-established and more intensely discussed option of employees working fewer but longer days each week (i.e., four ten-hour days with one day off (4/10) or nine-hour days with one day off every two weeks (9/80).

STAGGERED SHIFTS

Shifts are staggered to reduce the number of employees arriving and leaving work at the same time. This has a similar effect on traffic as flextime; however it does not give individual employees as much scheduling control within policy requirements and management discretion.

TELECOMMUTING (TELEWORK)

Described as a work agreement between an employer and employee, telecommuting allows the required amount of work or assigned duties to be performed at an alternative work site. Alternative sites are usually at the employee's home or at strategically-placed work centers closer to homes or clusters of employees. This is typically an option covering all or a portion of scheduled work hours. It is important that there be conformance with all applicable policies, expected business practices and standards of behavior analysis.

Scottsdale Administrative Regulations

A review of Administrative Regulation 300 (Alternative Work Schedule and Work Week Guideline) was completed. Dated July 1, 1994, this regulation allows departments to establish employee work weeks according to their operational needs, as long as the following three guidelines are met:

- The alternative work schedule does not negatively impact productivity
- Organizational goals are met by the alternative work schedule
- Existing service levels are either maintained or improved as a result of the alternative work schedule

Human Resource Ordinance 14-23(2) adds, "At the discretion of the city manager, or designee, designated units/individuals may have alternative workweeks." The effectiveness of AR300 and Human Resource Ordinance 14-23(2) can be evaluated on employee participation. Copies of AR300 and Human Resource Ordinance 14-23 can be found in Appendix B.

Effective approaches positively impact the environment and produce cost benefit results for organizations and employees.

Information Gathering

...79 percent of Scottsdale full-time employees participate in some form of alternative work schedule.

Scottsdale Alternative Work Schedule Participation

The Office of Environmental Initiatives partnered with the Scottsdale Personnel Partnership Program (SP3's) to obtain detailed information on employee work schedules and participation in the City's Trip Reduction Program. The survey resulted in a 98.5 percent return rate of full-time employees and revealed 79 percent of Scottsdale full-time employees participate in some form of alternative work schedule. Thirty percent of those employees participating in alternative work schedules are emergency response personnel. When Police and Fire emer-

gency response personnel are eliminated from the aggregate data, employee participation lowers to 73 percent.

The table below provides a breakdown of employee participation in City approved work schedules. The Total column reflects the number of full-time employees that responded to the survey. The far right column reflects the total percentage of employee participation in alternative work schedules.

CITYWIDE WORK SCHEDULES	5/8 TRADITIONAL SCHEDULE	5/8 Non-TRADITIONAL SCHEDULE	9/80 SCHEDULE	4/10 SCHEDULE	TELE COMMUTING	OTHER SCHEDULE	TOTAL SURVEY RESPONDENTS	ATL. WORK SCHEDULE %
General Government	157	0	2	9	6	17	191	18%
Police Emergency Response	11	0	8	337	0	3	359	97%
Police Non-Emergency Response	16	0	41	263	0	35	355	95%
Financial Services	61	20	40	13	8	7	149	59%
Transportation	9	0	20	9	5	1	44	80%
Community Services	55	192	14	72	9	36	378	85%
Information Services	34	0	23	1	13	6	77	56%
Downtown Group	5	0	0	0	0	0	5	0%
Fire Emergency Response	0	0	0	0	0	213	213	100%
Fire Non-Emergency Response	11	0	8	28	0	0	47	77%
Water Resources	2	3	36	89	4	30	164	99%
Municipal Services	55	16	29	147	0	1	248	78%
Citizen & Neighborhood	17	8	5	6	0	0	36	53%
Human Resources	22	0	4	0	4	3	33	33%
Economic Vitality	9	0	0	0	0	0	9	0%
WestWorld	0	23	0	0	0	0	23	100%
Planning & Development	52	37	59	0	1	14	163	68%
Totals	516	299	289	974	50	366	2494	79%

Work Schedule Comparisons

The traditional 5/8 work schedule was identified as a baseline comparison for alternative work schedules including 9/80's, 4/10's, telecommuting, and Green Fridays. The chart below identifies effects associated with alternative work schedules compared to the traditional 5/8 schedule relative to the environment, customer service, economics, and recruitment and retention.

WORK SCHEDULE	ENVIRONMENTAL IMPACTS	CUSTOMER SERVICE	ECONOMICS	RECRUITMENT/RETENTION
Traditional 5/8	<ul style="list-style-type: none"> • Baseline for comparison 	<ul style="list-style-type: none"> • Service hours Monday-Friday 8 am - 5 pm 	<ul style="list-style-type: none"> • Baseline for comparison 	<ul style="list-style-type: none"> • Baseline for comparison
4/10	<ul style="list-style-type: none"> • Staggers rush-hour traffic congestion • Reduces employee commuting fuel cost 20% • Reduces employee vehicle commuting emissions 20% 	<ul style="list-style-type: none"> • Provides ability to stagger work hours increasing customer service hours 	<ul style="list-style-type: none"> • Potential increase in facility energy costs due to increased hours of operations 	<ul style="list-style-type: none"> • Potential positive effect on employee recruitment/retention
Green Fridays (4/10)	<ul style="list-style-type: none"> • Reduces facility carbon footprint • Reduces energy consumption (facilities) • Staggers rush-hour traffic congestion • Reduces employee commuting fuel costs 20+% • Reduces employee vehicle commuting emissions 20+% 	<ul style="list-style-type: none"> • Provides ability to stagger work hours increasing customer service hours • Potential negative impact by reducing service days from 5 to 4 days per week 	<ul style="list-style-type: none"> • Potential reduction in energy costs* 	<ul style="list-style-type: none"> • Potential positive effect on employee recruitment/retention • Potential negative impact to childcare and adult education
9/80	<ul style="list-style-type: none"> • Staggers rush-hour traffic congestion • Reduces employee commuting fuel costs 10% • Reduces employee vehicle commuting emissions 10% 	<ul style="list-style-type: none"> • Provides ability to stagger work hours increasing customer service hours 	<ul style="list-style-type: none"> • Potential increase in energy costs (facilities) due to increased hours of operations 	<ul style="list-style-type: none"> • Potential positive effect on employee recruitment/retention
Telecommuting**	<ul style="list-style-type: none"> • Variable outcomes based on frequency • Reduces traffic congestion • Reduces carbon footprint (facilities) • Reduces energy consumption (facilities) • Reduces employee commuting fuel costs 20% • Reduces employee vehicle commuting emissions 20% 	<ul style="list-style-type: none"> • Neutral effect on customer service • Telecommuting is traditionally reserved for positions not requiring on-site services 	<ul style="list-style-type: none"> • Potential reduction in energy costs (facilities) • Reduces costs associated with office space requirements 	<ul style="list-style-type: none"> • Potential positive effect on employee recruitment/retention

*Energy savings will vary between facilities based on building performance and use patterns.

**Projected savings are based on telecommuting an average of one day per week.

Information Gathering

Alternative Means for Commuting to Work

Historically, the City has encouraged employees to reduce the negative impacts on air quality and traffic congestion by providing alternative transportation options. All employees are introduced to the City’s Trip Reduction Program during new employee orientation and in CityLine, the employee online newsletter. This program encourages mass transit, carpools, vanpools, biking and walking as an alternative form of commuting to work.

The table below provides a breakdown of employees participating in alternative methods for commuting to and from work. As of August 2008, 82 percent of employees commute to work by themselves. The bottom row reflects the total percentage of employees that participate in of the recognized commuting option.

CITYWIDE MODE SPLITS	SINGLE- OCCUPANCY VEHICLE	BUS PASS	CARPOOL	VAN POOL	BIKE/WALK	HYBRID VEHICLE	PARTICIPANT TOTAL
# of Employees	2024	104	233	0	85	20	442
%	82.0	4.2	9.4	0.0	3.4	0.8	17.9

Benchmarking Green Fridays

The *Green Fridays* concept has been identified by some cities as an effective method to reduce energy costs. Employees are required to participate in a 4/10 schedule, allowing an organization to close facilities one additional day per week. In some scenarios organizations have elected to reduce work-weeks from 40 hours to 36, in turn decreasing employee earnings.

Some communities that have adopted *Green Fridays* attribute the change to economic conditions, environmental awareness, and employee recruitment and retention efforts. The State of Utah with a population of 2,645,330 implemented a *Green Fridays* pilot program in August 2008. The State estimates savings of \$3 million in building energy, \$300,000 savings for employees and reduced ozone emissions by 3,000 metric tons.

North Las Vegas, Nevada, with a population of 215,000 and covering 82.2 square miles was one the first communities to implement *Green Fridays* in 1977. Motivated by a slowing economy and as part of a collective bargaining agreement, North Las Vegas elected to close municipal facilities every Friday and reduced employees' work week by four hours in lieu of workforce reductions. This resulted in an evenly spread salary reduction and a citywide cost savings.

In 1983, Henderson, Nevada, with a population of 265,000 covering 103 square miles adopted *Green Fridays*. Henderson's approach reduced employee work week and compensation by 5%. A slowing economy and a labor contract was the motivating factor for the change.

In June 2008, Avondale, Arizona, with a population of 76,000 extended city hall hours 7 am to 6 pm, Monday through Thursday. Avondale's *Green Fridays* program was initiated by an employee retention and recruitment committee. According to Avondale, this program will increase employee recruitment and retention, save \$44,600 in energy

costs annually, and remove 200 vehicles from City streets each Friday.

In June 2008, Queen Creek, Arizona, with a population of 20,000 implemented a *Green Fridays* program by closing all non-essential services every Friday. Town office hours have been extended Monday through Thursday and employees' work weeks were reduced to 37.5 hours. Additionally, all salaried employees' received a mandatory pay reduction of 6.25 percent. According to Queen Creek, this program will save \$48,000 in energy costs annually and may increase employee morale.

The most frequently reported unintended consequences include: employees having difficulty obtaining child care with extended hours and employees' inability to attend evening college classes. The organizations that conducted customer surveys reported a high percentage of customer support for extending service hours Monday through Thursday. The minority of survey respondents indicated Friday closures were an inconvenience.

Communities in Arizona who have adopted *Green Fridays* are dissimilar to Scottsdale in population, geographic design, and infrastructure. For example, Avondale incorporates 54 square miles with primary service facilities conveniently located within one-square block. Avondale provides services to 76,000 residents with a full-time staff of 500. Queen Creek encompasses 26 square miles and provides services to 20,000 residents with a full-time staff of 212. In contrast, Scottsdale covers 186 square miles and provides services to 242,000 residents with a full-time staff of 2,800.

A comprehensive summary of 17 additional organizations' approaches to alternative work schedules can be found in Appendix C.

The Green Fridays concept has been identified by some cities as an effective method to reduce energy costs.

Analysis

Energy Analysis

The steering committee directed OEI to conduct energy audits of nine City facilities. Initial analysis indicated cost savings associated with closing City facilities varied greatly and is unlikely to result in significant cost savings.

The table below summarizes the maximum potential energy cost savings of nine City facilities based on a four day work week.*

BUILDING	AREA (FT ²)	LOAD FACTOR	ANNUAL COST	COST/SQ. FT.	MAXIMUM POTENTIAL (ANNUAL) SAVINGS
North Corp Yard	93,820	0.60	\$159,462.44	\$1.70	\$22,655.87
Water Admin DIX	22,824	0.27	\$18,647.50	\$0.82	\$2,649.37
Police/Fire HQ	48,000	0.70	\$91,307.40	\$1.90	\$13,008.18
Human Resources	14,250	0.37	\$23,941.84	\$1.68	\$3,420.26
City Hall	52,700	0.67	\$92,006.88	\$1.75	\$13,180.05
Pepperwood	12,000	0.39	\$16,674.09	\$1.39	\$2,524.87
One Civic	82,455	0.57	\$175,743.30	\$2.13	\$25,175.35
Design Studio	5,371	0.40	\$14,382.83	\$2.68	\$2,049.06
Tech Center	8,005	0.42	\$20,610.52	\$2.57	\$2,944.36
Total	339,425	n/a	\$612,776.80	n/a	\$87,607.37

**The maximum potential savings represents a best case scenario for each facility. The potential savings is a result of service days being reduced from five to four days per week. It does not take into account extending service times from eight to ten hours per day. Realized savings are likely to be significantly less based on unforeseen factors including building use patterns and extended service hours.*

Fleet Fuel Consumption Analysis

The City has experienced significant increases in fleet size, fuel costs, fuel consumption, and overall fuel budget. Since 2001, the City's fleet has grown by approximately 309 vehicles resulting in a 33 percent increase. Meanwhile, the price per gallon of regular unleaded gasoline has more than tripled from \$1.20 in 2001 to a peak of \$4.07 in June 2008. The fleet's fuel consumption has increased 22 percent, while the City's population grew 13 percent during the same time period. The City's fuel budget has increased 500 percent from ap-

proximately \$1.1 million in FY2001/2002 to \$5.7 million in FY2008/2009. This study has found no significant City fuel savings as they relate to alternative work schedules including *Green Fridays*. However, opportunities to reduce fuel consumption relating to vehicle idling time, improved hybrid vehicle technologies and right-sizing the City fleet have been identified. As an extension of this study, Financial Services, Fleet Services and OEI are facilitating a cross-departmental workgroup to evaluate these opportunities.

The City has experienced significant increases in fleet size, fuel costs, fuel consumption and overall fuel budget.

Commuting Fuel Consumption Comparison

The table below summarizes annual fuel consumption and carbon dioxide emissions based on employee participation in City approved work schedules.

WORK SCHEDULE	EMPLOYEE PARTICIPATION	ANNUAL MILES	ANNUAL FUEL CONSUMPTION	ANNUAL FUEL COSTS	ANNUAL CO2 EMISSIONS (LBS)
Traditional 5/8	825	7,796,250	389,813	\$1,169,437	7,562,363
4/10	977	7,386,120	369,306	\$1,107,918	7,164,536
9/80	296	2,517,480	125,874	\$377,622	2,441,956
Fire Dept Schedule	235	1,554,525	77,726	\$166,556	1,507,889

1. All data assumed an average commuting distance of 37.8 miles round trip provided by the Maricopa County Trip Reduction Survey.
 2. Fuel costs were assumed at \$3.00/gallon.
 3. Fuel economy per vehicle was assumed at 20 mile/gallon.
-

Analysis

Commuting Fuel Consumption Comparison Alternative Work Schedules vs. Traditional 5/8 Schedule

The table below compares Scottsdale employee fuel consumption and associated environmental impacts against a traditional 5/8 work schedule. The traditional 5/8 work schedule was identified as a baseline to conduct a quantifiable comparison.

WORK SCHEDULE	EMPLOYEE PARTICIPATION	ANNUAL MILES	ANNUAL FUEL CONSUMPTION	ANNUAL FUEL COSTS	ANNUAL CO2 EMISSIONS (LBS)
Current Alternative Work Schedules (5/8, 9/80, 4/10)	2333	19,254,375	962,719	\$2,821,533	18,676,744
Comparison Assuming All Employees Worked Traditional (5/8)	2333	22,046,850	1,102,343	\$3,307,027	21,385,445
Variance (%)	N/A	2,792,475 (15%)	139,624 (15%)	\$485,494 (15%)	2,708,701 (15%)

1. All data assumed an average commuting distance of 37.8 miles round trip provided by the Maricopa County Trip Reduction Survey.
2. Fuel costs were assumed at \$3.00/gallon.
3. Fuel economy per vehicle was assumed at 20 miles/gallon.

Employee Fuel Savings

The employee work schedule data reflects a total annual fuel savings of 139,624 gallons, equaling \$485,494. The average annual fuel saving for an employee working a 4/10 over a 5/8 schedule is 94.5 gallons, equaling \$283.50. The average annual fuel saving for an employee working a 9/80 over a 5/8 schedule is 47.2 gallons, equaling \$141.60.

Employee Environmental Impact Reduction

The employee work schedule data reflects a total annual reduction in carbon dioxide emissions of 2,708,701 pounds. The average annual reduction in carbon dioxide emissions for an employee working a 4/10 over a 5/8 schedule is 1,834 pounds. The average annual reduction in carbon dioxide emissions for an employee working a 9/80 over a 5/8 schedule is 917 pounds.

Employee Commuting Miles

The employee work schedule data reflects a total annual reduction in commuting miles of 2,792,475. The average annual reduction in commuting miles for an employee working a 4/10 over a 5/8 schedule is 1,890. The average annual reduction in commuting miles for an employee working a 9/80 over a 5/8 schedule is 945 miles.

1. All data assumed an average commuting distance of 37.8 miles round trip provided by the Maricopa County Trip Reduction Survey.
2. Fuel costs were assumed at \$3.00/gallon.
3. Fuel economy per vehicle was assumed at 20 miles/gallon.

Recommendations

The research conducted by the Office of Environmental Initiatives focused on the complex relationship between work schedules and their effects on the environment, customer service, economics, and employee recruitment and retention. The high levels of participation in alternative work schedules since the 1990 affirms the City of Scottsdale's commitment to environmental stewardship and innovation.

The steering committee identified nominal energy savings and environmental quality benefits by reducing City of Scottsdale services from five days per week to four. The limited potential savings at-

tributed to *Green Fridays* were insignificant to overcome the potential customer service impacts associated with reducing City services.

The steering committee recommends adopting a citywide environmental policy, updating the City's Alternative Work Schedule Guideline, maintaining a database to measure the effectiveness of these recommendations. The committee does not recommend a citywide *Green Fridays* program. However, it does support encouraging managers to promote alternative work schedules and environmental stewardship through conservation of natural resources.

The steering committee recommends adopting a citywide environmental policy...

Update Environmental Policy

The Mayor and City Council's Mission Statement, City Goals, and Employee Values will provide guidance for the City organization with updating the environmental policy. This leadership directive should establish a consistent environmentally sound approach to City operations, practices, and policies. Emphasis should be placed on fleet/fuel management, energy efficient improvements to existing infrastructure, conservation of natural resources, and alternative work schedules.

Recommended goals include:

- Maintain 85 percent or greater employee participation in alternative work week schedules
- Introduce environmental stewardship and conservation of natural resources to 100 percent of newly hired Scottsdale employees
- Introduce environmental stewardship and conservation of natural resources to 33 percent of current Scottsdale employees each year, over the next three years

Update Administrative Regulation AR300

The findings of this analysis support a review of Scottsdale's AR300, Alternative Work Schedules and Workweek Guideline. The update should provide increased flexibility and encourage managers to incorporate alternative work schedules based on environmental stewardship, customer service, fiscal responsibility, and employee recruitment and retention.

Formalize Telecommuting Guideline

The study identified an opportunity for the City to evaluate and develop a Telecommuting guideline to assist in implementing and managing this option. Similar to an AR300 update, this guideline should provide additional flexibility and encourage managers to incorporate telecommuting based on environmental stewardship, customer service, fiscal responsibility, and employee recruitment and retention. A Webtime payroll code process must be incorporated into the guideline to record, track and evaluate Telecommuting. Sample Telecommuting guidelines are noted in Appendix D.

Recommendations

Update Employee Database

The data collected in this study made it possible to quantify employee participation in alternative work schedules, trip reduction efforts, and the associated environmental effects. A real-time database would enable the organization to monitor the progress toward goals outlined in the recommended environmental guideline. Additionally, this database is essential to the success of the Carpooler's Connection and would provide assistance in future space-planning efforts. The following information should be added to the Webtime payroll database:

- Work schedule
- Reporting work location by address
- Mail code
- Classified / Unclassified status
- Primary commuting method

Steering Committee Outcomes

Several benefits were identified and display Scottsdale's innovative and environmentally sensitive culture. The process to conduct this study initiated dialog and brainstorming, highlighting the creative and innovative skills of City employees. The following items are a direct result of this endeavor:

Environmental/Natural Resource Conservation Training – New Employee Orientation

Beginning in December 2008, all new employee hired by Scottsdale will receive an introduction to Scottsdale's culture of environmental stewardship. This training will introduce employee recycling and foster positive behaviors to conserve fuel, electricity and water.

Environmental Awareness Campaign

CityLine, the employee online newsletter will continue to promote environmental stewardship through encouraging and positive articles. OEI is developing a library of short video clips of environmental messages for all employees via the computer.

Energy Bill Review

Heightened environmental awareness and the current economic climate necessitate energy consumption reductions and avoidance of unnecessary costs. Scottsdale is partnering with local energy providers and municipalities to develop an energy bill reviewing process for Scottsdale. Similar efforts in other organizations have resulted in a two to four percent energy savings.

Fuel Reduction Workgroup

The Office of Environmental Initiatives, Financial Services, and Fleet Management continue to facilitate a workgroup evaluating and identifying solutions to reduce City fuel consumption by 10 to 15 percent. A 10 percent reduction in fuel consumption equates to 140,000 gallons of fuel and an annual cost savings of \$420,000.

Carpooler's Connection

Information Systems identified an innovative, Web-based software solution to assist Scottsdale employees to connect with others interested in carpooling. Through a collaborative effort, the Carpooler's Connection was developed and introduced to Scottsdale employees in October 2008. During this study, several employees displayed an interest in carpooling and vanpooling. Some employees found it challenging connecting with other employees near their homes. As a result of this study, Information Services developed a new web-based program to provide easy access for all employees. This software helps employees connect with others interested in carpooling, while protecting their privacy. The Carpooler's Connection software links to the database of employee information that was collected during this analysis. Additionally, the Transportation Department and OEI provided assistance to two groups of employees in establishing vanpools through Maricopa County's vanpool program.

Van Pooling

During the information gathering phase of this study, OEI and Transportation identified an opportunity to assist and support City staff in organizing vanpools through Valley Metro. The vanpools have crossed departmental lines and remove 19 vehicles from valley roadways during rush-hour traffic each day. These vanpools annually avoid 150,000 commuting miles, 6,500 gallons of fuel consumption and reduce carbon dioxide emissions by more than 125,000 pounds.

Several benefits were identified and display Scottsdale's innovative and environmentally sensitive culture. .

Steering Committee Outcomes

A Personal Fuel Cost Calculator was created for employees to determine annual commuting fuel consumption...

Personal Fuel Cost Calculator

A Personal Fuel Cost Calculator was created for employees to determine annual commuting fuel consumption, miles driven, fuel cost, and carbon dioxide emissions. Additionally, it calculates and compares this information between 5/8, 9/80, and 4/10 work schedules. The calculator takes into account such variables as current fuel prices, distance traveled to work, and vehicle fuel economy. It is anticipated that the Personal Fuel Cost Calculator will be available to employees in November 2008.

Future Space Planning

The employee information collected during this study has been provided to assist Capital Projects Management conduct a citywide space planning analysis.

Police Administration

Chief Rodbell extended the 4/10 work schedule to his administrative staff based on the benefits outlined in this analysis.

City Auditor's Office

Acting City Auditor, Brent Stockwell, conducted a pilot program by extending the 4/10 work schedule to staff as a result of this study. Based on the favorable findings of the pilot program, the majority of employees working in the Auditor's Office remain on a 4/10 work schedule.

Solid Waste

Solid Waste Director, Rick Pence, extended the 4/10 work schedule which increased participation in alternative work schedules by 22 employees based on the benefits outlined in this analysis.



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